



# 2012-2015 Strategic Plan

## Mission:

To provide Utahns broad access to artistic & creative experiences & opportunities

## Vision:

Utah is known for its creative legacy, innovation and advancement of the arts

### Stewardship

Responsibility for state art  
& museum assets

### Clarity

Clear & transparent  
information & communication

### Relevance

Understand communities &  
their changing environments

### Innovation

Advance and leverage  
creative opportunities

## Goals & Objectives

Increase awareness of the public value of the arts  
Strengthen communities by investing in local arts & cultural infrastructure  
Build a sustainable model of diversified funding sources

## Strategies

Communicate public value of art & creative communities  
Provide exceptional constituent services  
Provide capacity building resources  
Cultivate strategic partnerships  
Diversify & stabilize funding sources

## Initiatives

Implement a  
public value  
information  
campaign

Encourage  
advocacy  
efforts

Care for state  
art & museum  
assets

Develop regular  
customer  
feedback &  
responsiveness

Provide  
information,  
training &  
networking

Provide arts  
recognition &  
funding for  
creatives

Build  
strategic  
partnerships

## Utah Arts & Museums Strategic Plan 2012-2015

### VISION

Utah is known for its creative  
legacy, innovation and  
advancement of the arts

### MISSION

To provide Utahns broad access to artistic and creative experiences and opportunities

### CORE VALUES

- **Stewardship:** responsibility for state art and museum assets
- **Clarity:** clear and transparent information and communication
- **Relevance:** understand communities and their changing environments
- **Innovation:** advance and leverage creative opportunities

### GOALS/OBJECTIVES

- Increase awareness of the public value of the arts
- Strengthen communities by investing in local arts and cultural infrastructure
- Build a sustainable model of diversified funding

### STRATEGIES

- Communicate public value of art and creative communities
- Provide exceptional constituent services
- Provide capacity building resources
- Cultivate strategic partnerships
- Diversify and stabilize funding

### INITIATIVES

- 1) Implement a public value information campaign
- 2) Encourage advocacy efforts
- 3) Care for state art and museum assets
- 4) Develop regular customer feedback and responsiveness
- 5) Provide information, training and networking
- 6) Provide arts recognition and funding for creatives
- 7) Build strategic partnerships

## STRUCTURE OF STRATEGIC PLAN

During the strategic planning process, UA&M focused on determining its overall goals and objectives, and then strategies that could be reflected in each goal. The initiatives making up the 2012-2015 Strategic Plan incorporate one or more goals *and* strategies in the achievement of each initiative.

The plan below highlights each initiative and the activities that will be implemented in accomplishing UA&M's goals over the next three years.

### INITIATIVE 1: IMPLEMENT A TARGETED PUBLIC INFORMATION CAMPAIGN

#### 1.1 Public Value Campaign

*Description of Initiative:* UA&M, in partnership with creative industries, arts organizations, arts related employers and media companies, will develop an information campaign to build awareness of the arts in their broadest definition, encourage positive feelings toward the arts and raise understanding of the benefits of public funding for the arts, in the many forms that funding takes.

*Activities and Timeline:* Produce compelling messages and mark major milestones each year before the annual legislative session.

#### 1.2 Measure and Communicate of Return-On-Investment (ROI)

*Description of Initiative:* UA&M will gather and produce research/data to demonstrate return on investment (ROI) of creative industries and the arts. This information will be understood by staff and board and regularly communicated to constituents and the public in an easy to understand and statistically defensible manner.

*Activities and Timeline:* Produce summary of research in the public domain and commission, publish and distribute the Creative Vitality Index annually.

### INITIATIVE 2: ENCOURAGE ADVOCACY EFFORTS

#### 2.1 Legislative Toolkit/Handbook

*Description of Initiative:* UA&M staff will develop a toolkit for constituents and board to use for advocacy efforts throughout the year.

*Activities and Timeline:* The toolkit will be posted to website and distributed to board members annually in November and provided to constituents for enhanced advocacy efforts.

## **2.2 Success Stories**

*Description of Initiative:* UA&M will gather success stories from constituents regarding funding and/or assistance received from the division. These success stories will be incorporated into various reports such as the annual report, legislative reports, and advocacy toolkit and on UA&M social networking sites.

*Activities and Timeline:* Staff will compile data in September and October of each year for inclusion in publications and on website.

## **2.3 Communication with Legislators**

*Description of Initiative:* UA&M staff will work closely with the board chair and officers about the importance of relationships with legislators, particularly in leadership positions. Staff will assist board and advocates to encourage regular communication with legislators. The goal of this initiative is that all board members have met face to face and communicated with legislative leadership.

*Activities and Timeline:* The updated legislative contact information and key messages will be presented to board members in December of each year after the November election and prior to the start of the legislative session in January.

## **2.4 Develop Key Messages**

*Description of Initiative:* Based on current, timely and relevant information, the UA&M Director and staff will develop key message statements for all advocacy efforts.

*Activities and Timeline:* Develop and update key messages at board and staff annual planning meeting in August. These messages will broadcast through media and social networking sites.

## **2.5 Poet Laureate Program**

*Description of Initiative:* Draw public attention to the Poet Laureate, an official state government designation appointed by the Governor for a 5-year term. This initiative gives the arts a personal face at many public functions at schools, colleges, universities, public libraries and other venues.

The Poet Laureate acts as the state's official ambassador for the arts and literature. The Poet Laureate receives invitations to speak at many public events and uses the opportunity to increase awareness of the arts in Utah and to communicate the value of the arts to the public.

*Activities and Timeline:* The current Poet Laureate was appointed in May 2012 to a term ending in May 2017. The next Poet Laureate nominating committee will convene in May 2016.

## **2.6 Arts Education Handbook for Parents**

*Description of Initiative:* The UA&M arts education manager, in partnership with USOE, AWFK, BYU and Utah PTA, will create and disseminate a parents' arts education advocacy tool kit and conduct related training in arts education advocacy. Trainings will be held in various locations throughout the state to increase accessibility for rural areas and will utilize Utah PTA's Regional and annual convention.

*Activities and Timeline:* Presentations will be made at fall convenings of educators each year and throughout the school year

## **INITIATIVE 3: CARE FOR STATE ART AND MUSEUM ASSETS**

### **3.1 State Collections**

*Description of Initiative:* The State's Collections provide a history of art in Utah since 1899 and support living artists by acquiring artwork to be included in the collections and on display for the public. The collections will be made available online, for academic research, and in exhibitions across the state.

This initiative is to advance and protect the investment made by the people of Utah to support artists, for quality of life and for more livable communities. To track works of art in the collections, a new QR labeling system as well as radio-frequency identification tags (RFID) will be implemented. This system uses technology for smart phones and electronic reading devices to provide contextual information about individual pieces of art and the artist and inventory and manage valuable pieces in the collections.

*Activities and Timeline:* Labels with QR codes will be placed on all artwork in the collections managed by UA&M by July 2013. RFID tags will be placed on selected pieces of art of particular monetary value as well as pieces on loan to state buildings and museums.

### **3.2 Public Art**

*Description of Initiative:* The percent for public art program began in 1985 and requires public art program staff to inspect every artwork in the public art collection statewide (over 70 locations). Appropriate professionals will be engaged to repair and/or restore artworks as needed. This initiative is to protect the artwork and the investment made by the people of Utah and provide for the

quality of life and livable communities. Conservation of work over any substantial time period will be posted with signage informing the public we are “protecting your investment” by being conserved or repaired by UA&M’s public art program.

*Activities and Timeline:* Develop and implement a plan of work to inspect and repair/restore artwork. The plan of work will be completed by July 2013 and include a schedule for conservation, repair and maintenance.

### **3.3. Acquisitions**

*Description of Initiative:* The UA&M receives an appropriation for the Utah State Legislature to acquire artwork for its collections (fine art, folk art and traveling exhibitions). The continued acquisition of artwork by Utah artists comes from purchases selected by the Collections Acquisitions Committee and generous donations from patrons and artists.

*Activities and Timeline:* The Committee will review and ratify acquisition policy every year in August. UA&M staff will convene the committee as needed (at a minimum of twice a year) to review offers of donation, accessioning of pieces into the collection, review the list of artists for consideration of inclusion in the collection, and decide on pieces for acquisition, donation, commission or accession.

### **3.4 Audience Development**

*Description of Initiative:* NowPlayingUtah.com (NPU) is an initiative of UA&M and the Utah Arts & Cultural Coalition (UACC). NPU is a comprehensive online one-stop source for arts and cultural events, performances, exhibitions, and festivals throughout the state. Its purpose is to build audiences for the state’s arts and cultural attractions. UA&M partners include Salt Lake County Government and Visit Salt Lake Tourism program.

*Activities and Timeline:* UA&M will continue to support NPU by providing funding, access to constituents and staff resources. Staff will track NPU web trends on a monthly basis and provide insight and analysis to the UACC. Activities will also be promoted on social networking sites.

## **INITIATIVE 4: DEVELOP REGULAR CUSTOMER FEEDBACK & RESPONSIVENESS**

### **4.1 Utilize Online Technology for Grant Feedback and Technical Assistance**

*Description of Initiative:* UA&M utilizes an online data system (Salesforce) to gather feedback and provide response to the needs of the creative communities including artists and arts organizations.

*Activities and Timeline:* Information will be gathered from grant review panelists. Feedback will be provided to each grant applicant after panel review of their grant application. After the completion of the annual funding cycle, UA&M staff will review feedback from constituents and assess the need for upgrades and modifications in the system to improve the customer/constituent experience.

## **4.2 Evaluations and Surveys**

*Description of Initiative:* UA&M will schedule regular constituent feedback mechanisms. A system for acknowledging, addressing and incorporating constituent feedback, whether requested or spontaneous, will be developed and reported annually to the board.

*Activities and Timeline:* UA&M will provide a link on its website, “How Are We Doing?” and develop a monthly report of constituent comments. UA&M program managers, or team leaders, will evaluate each of its programs and activities annually. Targeted surveys, such as the status of arts education in public schools will be conducted annually. All survey results will be posted on the UA&M website and be provided to board and staff for review and evaluation.

# **INITIATIVE 5: PROVIDE INFORMATION, TRAINING AND NETWORKING**

## **5.1 Mountain West Arts Conference**

*Description of Initiative:* Annual state and region-wide convenings provide opportunities for innovation, inspiration, networking and professional development. The MWAC conference is a long-term effort to sustain the creative industries, and is designed to help individuals and organizations in the arts access essential resources and create community connections throughout Utah and the Intermountain West.

The goal is to provide networking opportunities and current information from experts and national leaders to serve all creatives and arts contributors. The conference will provide recognition to Utah’s outstanding leaders in the arts through the Governor’s Leadership in the Arts Awards.

*Activities and Timeline:* Conference is held in May of each year.

## **5.2 Local Arts Agency Summit**

*Description of Initiative:* UA&M will convene local arts agency (LAA) representatives to identify needs, share ideas, educate and build alliances with regional and state alliances. Gatherings will be held in a variety of locations throughout the state to increase accessibility for rural areas. Topics of discussion will include arts advocacy, community and economic development,

capacity building, funding, community planning, nonprofit management and board development.

*Activities and Timeline:* UA&M staff will provide an annual plan of meetings with LAA's and convene the body of the group at the MWAC each year. A toolkit including best practices will be posted on UA&M's website. Outreach will be made to LAA's via email at least six weeks prior to the opening of the LAA grant cycle and all grantees will receive panelist feedback on their grant application. If an LAA's funding is eliminated or reduced significantly, face to face meetings will be held with the LAA to identify needs and challenges. UA&M staff will provide technical assistance to LAA's with special needs and challenges.

### **5.3.1 Workshops and Training - General**

*Description of Initiative:* UA&M will conduct workshops, retreats and training for constituents. Content experts, current best practices and innovative models will be featured in these educational opportunities. Some workshops will utilize cost-effective online meeting formats. Conferences, workshops and training will also provide networking opportunities for constituents and strengthen the arts workforce, i.e. – creatives, artists, arts administrators and educators.

*Activities and Timeline:* UA&M staff will develop and coordinate an annual plan and calendar for workshops and training. The calendar will be posted on UA&M's website and sent electronically to all constituents four times a year.

### **5.3.2 Workshops and Training – Arts Education and Learning**

*Description of Initiative:* UA&M arts education program will conduct workshops, retreats and training for educators and parents in partnerships with USOE, Utah Division of Indian Affairs and higher education. Experts in the field of arts education, current best practices and innovative models will be featured. Some workshops will utilize cost-effective online meeting formats. Workshops and training will provide networking opportunities and strengthen the arts teaching workforce, creatives, artists, arts administrators, parents and educators. All training for educators will provide points for license recertification.

*Activities and Timeline:* The arts education program manager will provide an annual calendar of workshop and training opportunities and utilize Facebook and other social networking sites to publicize opportunities for artists, creatives and educators.

### **5.4.1 Leadership Development - General**

*Description of Initiative:* UA&M will cultivate and sustain creative, arts and cultural leaders through leadership development programs, training and networking. Services will include the Change Leaders Program, arts education

conferences, arts education district coordinator quarterly meetings and professional development seminars. Ongoing mentoring, online networking and other support structures will enhance these leadership programs. The Change Leader Program is UA&M's primary leadership development initiative.

*Activities and Timeline:* Change Leaders will be convened frequently with high-touch, high-contact means throughout the year. UA&M will provide two 3-day Leadership Institutes, one in the fall and one in the spring. There will be two annual 3-day professional development conferences for Change Leaders. Small group Leadership Circles will be held in at least six rural locations each year to supplement the Institute and conferences. Change Leaders will also be provided with a closed Facebook site and quick-turn-around funding for community projects, called Random Acts of Art. Random Acts of Art must include a broad-base of community involvement and address a social or community need.

## **5.5 Publications**

*Description of Initiative:* UA&M will produce and provide informative publications including the Annual Report and the Creative Vitality Index and locally-generated economic data to provide helpful information available to the general public and help guide constituents, media, legislators, decision-makers and the general public to those resources.

*Activities and Timeline:* UA&M will produce the annual report in August of each year for the previous fiscal or calendar year. The Creative Vitality Index will be produced and distributed annually.

## **5.6 Electronic Communication and Social Networking**

*Description of Initiative:* UA&M and its program managers will reach out to constituents, community leaders and elected officials through social media mechanisms including its website, Facebook, Twitter, YouTube, Picasa and Ning, as well as newly-emerging social media mechanisms.

*Activities and Timeline:* UA&M will maintain a website that is relevant with timely and helpful information for the public, creatives and the arts and museums community. Program managers will manage social networking sites and provide informative and provocative information weekly.

## **INITIATIVE 6: PROVIDE RECOGNITION AND OPPORTUNITIES FOR CREATIVES AND ARTISTS**

### **61. Exhibitions**

*Description of Initiative:* The UAC/UA&M has been promoting Utah creatives and artists since 1899 through regular exhibitions, collections and competitions.

*Activities and Timeline:* UA&M will promote creatives and artists through exhibitions at its Alice, Rio and Chase Home Museum galleries. It will also provide traveling exhibitions to rural communities with a goal of reaching 100,000 constituents annually.

Annual exhibitions will include: Statewide Annual Competition for visual artists; DesignArts competition for Utah creative; multiple calls for entry for curated shows by Utah artists and creative; two exhibitions annually at the Utah State Capitol Building in the 4<sup>th</sup> floor rotunda; and exhibition of Utah folk artists in the Chase Home Museum.

### **6.2 Grants Funding**

*Description of Initiative:* UA&M will provide funding opportunities for creatives and organizations in the following categories: Local Arts Agency, Capacity Building, Sustainability, Masters, Arts Education and Arts Project. The purpose of funding is to assist creatives and organizations in providing excellent artistic opportunities for Utah's communities.

*Activities and Timeline:* UA&M staff will assess grant criteria and categories each year and provide calendar of grant deadlines on its website.

### **6.3 Concerts and Performing Arts**

*Description of Initiative:* UA&M has a strategic partnership with a nonprofit presenting organization to provide high-quality concerts by performing artists who highlight a wide range of ethnic communities and immigrant populations. These concerts will take place on Monday evenings in July and August each year in Liberty Park by the Chase Home Museum of Folk Art.

*Activities and Timeline:* UA&M will contract with Presenter to provide concert series highlighting Utah's diverse cultural and ethnic artists.

#### **6.4.1 Competitions – Original Writing Competition**

*Description of Initiative:* This initiative provides a unique opportunity for Utah writers in seven genres to participate in a state-wide annual competition. It is the

oldest writing contest of its kind in the country. The winners receive cash prizes plus recognition from peers and the media. The public attention paid to the winners communicates the public value of the literary arts to the public.

*Activities and Timeline:* UA&M will make an annual call to writers, retain out-of-state professional writers to read manuscripts and determine winners in each category and present awards at an annual recognition ceremony in October of each year.

#### **6.4.2 Competitions – DesignArts**

*Description of Initiative:* UA&M sponsors and mounts an annual design competition and exhibition. The exhibition features work submitted by Utah designers that have been selected by a juror prominent in the national and/or international design field, and featuring designs, prototypes, and produced samples by members of Utah's various design fields.

*Activities and Timeline:* UA&M will make an annual call for entries, retain juror, notify winners, produce catalog of works and hold an annual exhibition in the Rio Gallery.

#### **6.4.3 Competitions – Governor's Leadership in the Arts Awards**

*Description of Initiative:* The Governor's Awards were created in 1980 to honor individuals and organizations that encourage and support arts and culture in Utah. The annual awards, now called the Governor's Leadership in the Arts Awards, are presented by the Governor at the Mountain West Arts Conference. Awards are given to those showing community, educational, organizational and individual leadership in the arts.

*Activities and Timeline:* UA&M will publicize the annual call for nominations, review nominations, make recommendations to the Governor, notify awardees, produce a video presentation for the awards luncheon and provide publicity for awardees each year in May.

#### **6.4.4 Competitions – Poetry Out Loud**

*Description of Initiative:* UA&M will conduct a state-wide poetry recitation contest in Utah high schools. UA&M will host a State Championship contest in Salt Lake City each year between January and March. This initiative provides contestants and their schools cash awards, extensive press coverage, and the chance to compete in the national finals in Washington, DC. The national contest provides prizes of \$5,000, \$10,000 and \$20,000 college scholarships.

*Activities and Timeline:* UA&M arts education staff will provide information about POL to Utah schools in the fall of each year, hold regional and statewide

competitions and assist the winner with logistics for attending the national competition. The state winner will recite at the annual MWAC in May of each year.

#### **6.4.5 Competitions – Public Art**

*Description of Initiative:* UA&M helps bring the arts to all of the citizens of the state through the commission and installation of site-specific art for State public buildings. Opportunities are provided for local, national and international competitions and commissions.

*Activities and Timeline:* (See 3.2 above)

#### **6.4.6 Competitions – Statewide Annual**

*Description of Initiative:* The statewide annual visual arts competition and exhibition began in 1899 offering the opportunity to artists to display their artwork and to increase the appreciation of their accomplishments to the public. The competition is open to all artists over 18 years of age living in Utah. This tradition continues the initial objective to show support and to provide opportunities to artists of Utah for the advancement of their careers, to promote the unique creativity of Utah artists and to demonstrate the public value of visual arts.

*Activities and Timeline:* (See 6.1 above)

#### **6.4.7 Competitions – Fellowships**

*Description of Initiative:* The Visual Arts Fellowship Competition offers artists of professional status to compete for a substantial award to further their careers. The recognition through video interviews and promotional information encourages artists to continue their careers and explore new avenues of their particular art form. Outstanding accomplishments demonstrate the expertise and visionary work that serves as an example to other emerging artists and highlights the excellence of Utah's artistic abilities increasing the awareness of the public value of the arts.

*Activities and Timeline:* Two \$10,000 fellowships are awarded annually.

### **INITIATIVE 7: BUILD STRATEGIC PARTNERSHIPS**

#### **7.1 Utah Creative Industries and Arts-Related Employers**

*Description of Initiative:* UA&M will partner with the Arts Incubator of the Rockies to foster and develop creative industries and provide professional development

and mentoring for artists and creatives. This partnership will be piloted in November 2012 at the Change Leader Conference in Springdale, Utah.

*Activities and Timeline:* Provide memberships in the Arts Incubator of the Rockies for professional development and peer mentoring to 40 artists and creative industries.

## **7.2 Media**

*Description of Initiative:* UA&M will build relationships and partnerships with media and NowPlayingUtah.com (NPU) to raise public awareness of arts and cultural activities and issues across the state. This ongoing initiative is measured through growth in usage of the NPU site.

*Activities and Timeline:* (See 5.5-5.7 above)

## **7.3 Education Sector**

*Description of Initiative & Timeline:* (See 2.6 and 5.3 above)

## **7.4 Public Sector**

*Description of Initiative:* The purpose of this initiative is to assess means and mechanisms to diversify funding sources for creatives, artists and arts organizations. Staff will monitor best practices and local initiatives, and provide information to board and opinion leaders about national trends and successful efforts in other states to diversity funding sources.

*Activities and Timeline:* Convene board and opinion leaders to explore means and mechanisms for diversifying funding sources for creatives and professional arts organizations.

## **7.6 Corporations and Foundations**

*Description of Initiative:* The purpose of this initiative is to explore strategic partnerships with corporations and foundations that have an interest in advancing creative industries and the arts in the Intermountain West and in Utah.

*Activities and Timeline:* UA&M staff will identify corporations in the creative industries, or who support arts and cultural efforts, in order to build strategic relationships and educate corporate leaders on impact of arts in economic development and community livability. Staff will also meet with Foundation trustees to help them understand the importance of continuing to support arts and cultural organizations, especially in times of economic challenges.